

CONFIDENTIAL

DIRECTOR OF CENTRAL INTELLIGENCE
Human Resources Committee

Office of the Chairman

HRC-C-77-23

25 MAR 1977

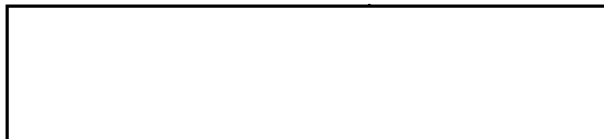
MEMORANDUM FOR: Mr. Richard Lehman
Deputy to the DCI for National Intelligence

25X1 FROM: [REDACTED]
Acting Chairman, Human Resources Committee

SUBJECT: FOCUS Procedures

1. Just before his departure on leave Ambassador Little asked that we continue our work on revising FOCUS procedures so that he could discuss this matter with you shortly after his return. I attach revisions, in draft, to our current procedures. Following review by you and your staff, Ambassador Little and I would like to meet with you and discuss them in the context of the 1977 FOCUS Program.

2. I thank you for your comments on proposals for FOCUS reviews for the next few months. We are proceeding in the directions you outlined, and will discuss this further with you.



Attachment:
FOCUS Procedures (draft)

CONFIDENTIAL

FOCUS Procedures

25 MAR 1977

FOCUS Review Program

FOCUS is an interagency program to review reporting by human resource elements of the Intelligence Community and other departments and agencies affiliated with U.S. diplomatic missions abroad. The FOCUS Review Program is sponsored by the Director of Central Intelligence Human Resources Committee.

I. PURPOSE

The FOCUS Review Program is conducted to improve national intelligence functions of the U.S. Government. The Program (a) assesses the adequacy, timeliness, and responsiveness to national intelligence needs of the reporting from selected U.S. Mission abroad; and (b) provides Chiefs of Mission abroad with timely, concise, and agreed Statements of Priority National Intelligence Needs.

II. PROCEDURES

The Chairman of the Human Resources Committee is responsible for the conduct of the FOCUS Review Program. The Chairman consults closely with the members of the Human Resources Committee and the Deputy to the Director of Central Intelligence for National Intelligence and appropriate National Intelligence Officers (NIOs) in the planning and conduct of the FOCUS Program. The Chairman, Human Resources Committee, is assisted by the Intelligence Community Staff and Subcommittees of the Human Resources Committee in the FOCUS Program. Specific procedures are provided at Attachment A.

CONFIDENTIAL

DRAFT

III. THE FOCUS REVIEW FORMAT AND CONTENT

The FOCUS Review is provided to the Director of Central Intelligence by the Chairman, Human Resources Committee. The Review is in several parts (Attachment B).. The Director reviews and transmits it to the Chief of Mission concerned through State Department channels.

CONFIDENTIAL

CONFIDENTIAL

ATTACHMENT A

FOCUS Procedures

DRAFT

1. The Human Resources Committee develops an annual schedule of FOCUS Reviews in coordination with components of the Intelligence Community. The Committee consults with the Deputy to the Director of Central Intelligence for National Intelligence in drawing up this schedule and sends it to the National Foreign Intelligence Board (NFIB) for noting or comment.
2. The Chairman, Human Resources Committee, notifies the Chief of Mission concerned by letter sent through State channels prior to the beginning of each FOCUS Review. In his letter the Chairman requests the support and participation of the Chief of Mission and solicits his views on reporting priorities, special reporting problems and opportunities, and the usefulness of existing reporting guidance.
3. A staff officer (normally HRC/HRD) has responsibility for providing full staff and administrative support needed for the conduct of each FOCUS Review. He will work in close consultation with members of the Human Resources Committee, the National Intelligence Officer, and other officials of the Intelligence and Foreign Affairs Communities in the following areas:
 - Part I: Scheduling appointments, preparing memoranda of conversations, drafting Part I: U.S. Policy Goals & Issues

CONFIDENTIAL

CONFIDENTIAL

DRAFT

- Part II: Scheduling and organizing assessment seminars, recording discussions and providing an initial draft of Part II for the NIO. (The FOCUS staff officer will provide a draft document to the NIO within three working days of the seminar. The NIO will provide the final Part II Reporting Assessment to the Chairman, HRC, within ten working days.) The assessment will reflect whatever comments of participating agencies which the NIO wishes to incorporate.
- Part III: The Statement of Priority National Intelligence Needs will be prepared by the HRC in close consultation with the NIO. It is an interagency consensus statement. Part III will be completed within fifteen working days following the Reporting Assessment seminar.
- Part IV: The Action Review is a consensus paper prepared by the HRC which describes actions taken or proposed to resolve management and other problems which arise during the course of the FOCUS Review. It will be completed within fifteen days following the Reporting Assessment seminar.

4. The completed FOCUS Review is forwarded to the Director of Central Intelligence through the Deputy to the Director of Central Intelligence for the Intelligence Community. Following his approval and transmittal to the field, the FOCUS Review is sent to NFIB for noting or comment and the member agencies of the Intelligence Community.

CONFIDENTIAL

CONFIDENTIAL

25 MAR 1977

Approved For Release 2004/11/04 : CIA-RDP91M00696R000600020008-1

Report Format and Content

DRAFT

1. The FOCUS Review consists of four parts:

- Part I U.S. Policy Goals and Issues
- Part II Reporting Assessment
- Part III Statement of Priority National Intelligence Needs
- Part IV Action Review

2. U.S. Policy Goals and Issues (Part I):

This brief statement identifies the key policy objectives and issues in U.S. relations with the subject country. Through personal discussions with senior officials of State, DOD, Treasury, NSC, and other departments as required, the NIO identifies the agreed key policy objectives and issues in U.S. relations with subject country. He prepares a brief statement on them for inclusion as Part I. These objectives and issues provide the specific issues-oriented terms of reference for the entire FOCUS Review. Mission reporting is assessed for its quality, timeliness, and responsiveness to National Intelligence Needs in support of those policy goals and issues. These latter also provide the parameters for the Statement of Priority National Intelligence Needs (Part III).

3. Reporting Assessment (Part II):

This paper assesses Mission reporting for its quality, timeliness and responsiveness to National Intelligence Needs in support of U.S. policy goals and issues. A Reporting Assessment seminar chaired by the appropriate National Intelligence Officer (NIO) is held to elicit Intelligence Community views on Mission reporting. Invitations to attend the seminar are extended to members of the Community and other

CONFIDENTIAL

Approved For Release 2004/11/04 : CIA-RDP91M00696R000600020008-1

CONFIDENTIAL

DRAFT

members of the Community and other interested agencies in the Foreign Affairs Community. A draft Reporting Assessment is prepared by the Human Resources Committee Secretariat which reflects the views expressed during the seminar. This draft is provided to the NIO for final development by him. The Reporting Assessment is issued over his signature and is not a consensus paper. The assessment covers the main reporting categories -- political, economic, military, and science and technology as they derive from the Review's terms of reference. It identifies both reporting strengths and weaknesses of the Mission, as well as duplication, and reporting gaps, and addresses the balance between various kinds of reporting, e.g., overt and clandestine. The Assessment does not contain collection guidance, since this topic is treated in the Statement of Priority National Intelligence Needs (Part III).

4. Statement of Priority National Intelligence Needs (Part III):

The Statement of Priority National Intelligence Needs flows directly from the Reporting Assessment (Part II) and the parameters established in the Review's terms of reference. Part III is an interagency consensus statement which is prepared by the Human Resources Committee in close consultation with the NIO. The statement should be concise, and the needs are presented in order of priority. More detailed guidance, if required, may be sent through departmental channels.

CONFIDENTIAL

CONFIDENTIAL

CONFIDENTIAL

5. Action Review (Part IV):

Part IV summarizes action taken and presents recommendations for further action to deal with coordination and management problems and opportunities identified during the course of the FOCUS Review. It also provides a vehicle in which Departments and Agencies may express views which are in disagreement with the judgments contained in the Reporting Assessment (Part II). The Action Review is prepared by the Human Resources Committee and is a consensus paper.

CONFIDENTIAL

UNCLASSIFIED	CONFIDENTIAL	SECRET
--------------	--------------	--------

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Mr. Richard Lehman <i>RL</i>		
2	D/DCI/NI		
3			
4	<i>Alyce HRC file</i>		
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

Remarks:

*Procedures, especially tight deadlines, may be too rigid. FOCUS is far less priority. *my**

FOLD HERE TO RETURN TO SENDER

FROM NAME, ADDRESS AND PHONE NO.	DATE
<i>2/11</i> AC/HRC, 6E22,	5 MAR 1977